Imperatives for Change:
Building a Higher Education System for the 21ˢᵗ Century

A Coordinated Plan
for Missouri Higher Education

Adopted by the Coordinating Board for Higher Education
February 7, 2008

Mission Statement for Missouri Higher Education System:

The Coordinating Board for Higher Education, the Missouri Department of Higher Education, and the state's institutions of higher education will work collaboratively to support a diverse system of affordable, accessible, high-quality educational institutions that demonstrate student learning and development, encourage and support innovation, foster civic engagement, enhance the cultural life of Missourians, and contribute to economic growth.

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Introduction

The rapidly changing social and economic environment presents profound challenges to all states and nations. More than ever, in the knowledge-based economy of the 21ˢᵗ century, higher education is the gateway to an improved standard of living for Missouri's citizens. The imperative for change is clear: those educational systems that adapt to the new environment will be positioned to lead their states to succeed in a globally competitive world.

The collective challenge to the higher education system is to understand the key components of the environment and to devise effective strategies that will capitalize on strengths while addressing weaknesses in challenging financial times. Providing the vision, the stable and sufficient resources, and the collective action to support a higher education system that ensures the future prosperity of Missouri citizens, the state of Missouri, and the nation is necessary to address the most important challenges of the day.

Imperatives for Change provides a vision that has been developed collaboratively by Missouri's higher education institutions and the Coordinating Board for Higher Education. This plan will serve for the next three (3) to five (5) years as a foundation for prioritizing goals, justifying an increased resource base, allocating resources, and implementing dynamic strategies to provide Missouri citizens with the educational opportunities they need to be competitive on a global scale.

> ### *Vision Statement*
> *Missouri's higher education will be an innovative and coordinated system of diverse postsecondary institutions that benefits Missouri and the Nation by equipping all Missouri citizens for personal and professional success in the 21ˢᵗ century and that is moving towards becoming one of the best in the nation.*

Basic Values

Missouri's higher education community is united in its commitment to the following core values.

❖ Higher education in Missouri serves many purposes and clientele, but first and foremost the system is focused on students, learning, and each individual's realization of their full educational potential.
❖ The system of higher education must be accessible to all so students may attend the institution best suited to their goals and needs.
❖ Access without success is an empty promise, so Missouri's higher education institutions are dedicated to providing nationally and internationally competitive educational programs, research, and extension services to ensure its students have the knowledge and skills necessary for success in the 21st century, including the ability to think critically, communicate effectively, and to be life-long learners.
❖ Diversity of institutional missions is a strength of the system that must be preserved.
❖ Higher education is a public good as well as a private benefit, and Missouri's institutions are dedicated to fostering economic development for the state and encouraging civic engagement by its citizens.
❖ Basic and applied research, the creation of knowledge, and the application of information to solve problems are basic functions of the higher education system that must be recognized and supported.
❖ The higher education community is dedicated to using decision-making processes based on reliable and transparent data.

❖ The higher education community values the appropriate use of technology to enhance programs, services, research, and administration.
❖ Public accountability for learning outcomes and stewardship of public funds are priorities for Missouri's higher education institutions.
❖ Ensuring the continued affordability and effectiveness of Missouri's higher education system requires a partnership among the institutions, the state, and other stakeholders.

Strategic Issues and Action Steps

Strategic Issue #1:
Increase Educational Attainment

OVERARCHING GOAL: Missouri's higher education system will improve educational attainment, including certificate and degree production at all levels, to enhance the quality of Missouri's workforce and the quality of life of its citizens.

Strategy #1.1: Increase Certificate and Degree Production at All Levels

These action steps will be taken and assessed:
✓ Raise the aspirations of those who do not see postsecondary education within their reach;
✓ Increase postsecondary access for, and success of, historically under-represented groups;
✓ Develop incentives and rewards for institutions that increase degree production and retention rates while demonstrably sustaining quality within programs;
✓ Expand opportunities for non-traditional learners through course redesign, alternative methods of program delivery, and better coordination of distance education; and
✓ Create incentives and standards for seamless student transitions between educational institutions.

Strategy #1.2: Improve Financial Access

These action steps will be taken and assessed:
✓ Implement the Higher Education Student Funding Act;
✓ Support the growth of the Access Missouri Student Financial Assistance Program;
✓ Carry out a sustained statewide public information campaign on the value of higher education and the steps prospective students must take to prepare academically and financially; and
✓ Increase state funding and external funding sufficient to enable institutions to minimize tuition increases and maintain quality undergraduate and graduate programs and services.

Strategy #1.3: Improve Academic Access

These action steps will be taken and assessed:
✓ Implement appropriate early intervention strategies at the school district level;
✓ Implement the Curriculum Alignment Project;
✓ Support the activities of the P-20 Coalition;
✓ Support incentives for the recruitment of new teachers in high need areas; and
✓ Establish specialized programs to attract experienced teachers to shortage areas or qualify them to teach in shortage fields.

Strategy #1.4: Improve Geographic Access

These action steps will be taken and assessed:
- ✓ Provide incentives for attracting adult students, particularly in underserved regions;
- ✓ Provide incentives for the delivery of degrees (especially graduate degrees) in underserved geographic areas;
- ✓ Provide institutional support for the additional costs associated with non-traditional course delivery methods; and
- ✓ Review and, if necessary, strengthen CBHE oversight to assure the effectiveness of non-traditional programming.

Strategic Issue #2
Develop a 21st Century Society and Global Economy

OVERARCHING GOAL: Missouri's higher education system will contribute to a dynamic, information-based, globally competitive society and economy by collaborating with government and business to create a well-prepared, world-class workforce; by advancing human knowledge; and by enriching the state's culture.

Strategy #2.1: Improve the Responsiveness of Higher Education to Evolving Workforce Needs

These action steps will be taken and assessed:
- ✓ Develop corporate links to access training and learning opportunities;
- ✓ Expand customized education and training opportunities where the business community and higher education institutions work together;
- ✓ Offer more access for place-bound or time-bound learners; and
- ✓ Establish employer-based feedback mechanisms to evaluate the quality and preparedness of the graduates of postsecondary programs.

Strategy #2.2: Enhance METS and Health-related Fields

These action steps will be taken and assessed:
- ✓ Work with elementary and secondary schools to increase student interest in mathematics and science while improving overall educational preparation in mathematics and science;
- ✓ Invest in increased institutional capacity in health-related and technology programs;
- ✓ Increase the number of postsecondary students completing courses in METS-related fields; and
- ✓ Offer funding incentives to institutions for increasing graduates in METS and health-related fields while demonstrating sustained quality programs.

Strategy #2.3: Improve access to strengthened graduate and professional programs as well as continuing professional development opportunities

These action steps will be taken and assessed:
- ✓ Foster increased access to graduate and professional programs for historically underserved populations;
- ✓ Provide incentives to expand access to graduate and professional programs in underserved areas using cooperative arrangements, resource sharing, and technology whenever possible; and
- ✓ Expand access to high-quality continuing professional development opportunities in underserved areas using cooperative arrangements, resource sharing, and technology whenever possible.

Strategy #2.4: Enhance Basic and Applied Research and Development

These action steps will be taken and assessed:
- ✓ Develop public relations efforts to inform the public about the benefits of research activities;
- ✓ Establish competitive grant programs to expand research capacity in higher education institutions;
- ✓ Establish competitive grant programs for collaborative research projects;
- ✓ Improve cooperation between the Department of Economic Development and higher education institutions;
- ✓ Establish and utilize a state-supported data inventory for identifying expertise and opportunities that result from research and development activities on campuses;
- ✓ Provide extension programs and innovation centers with technical guidance to encourage the development of new companies, economy clusters, and partnerships;
- ✓ Provide incentives to institutions that transfer new technologies to the marketplace.

Strategy #2.5: Enhance Intellectual Development and Foster Civic Engagement in All Students.

These action steps will be taken and assessed:
- ✓ Encourage and reward institutions to emphasize and assess student gains in critical thinking, creative problem solving, and effective communication in all academic programs;
- ✓ Provide incentives to institutions to provide their students increased access to "high-impact" learning opportunities like internships, study abroad, student-faculty research, and service learning that foster increased intellectual growth and social engagement;
- ✓ Use technology and alternative delivery mechanisms to increase opportunities for lifelong learning by all Missouri citizens;
- ✓ Foster increased cultural literacy, international understanding, and appreciation for diversity in all students through appropriate learning opportunities; and
- ✓ Establish learning communities within institutions that encourage the development of engaged citizens among students, faculty, staff, and the surrounding community.

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Strategic Issue #3:
Enhance Resources through Increased Investment, Stewardship, and Responsibility

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OVERARCHING GOAL: Missouri's public institutions of higher education will increase external financial support for higher education by clearly demonstrating its value to key stakeholders and public policy-makers while providing a globally competitive workforce, creating valuable new knowledge and products, and enriching the quality of life of all Missourians.

Strategy #3.1: Improve the efficiency, effectiveness, and accountability of Missouri's higher education system.

These action steps will be taken and assessed:
- ✓ Use appropriate technology to improve the delivery of instruction, the sharing of knowledge, and the accomplishment of managerial tasks;
- ✓ Incorporate considerations of institutional efficiency in the implementation of the Higher Education Student Funding Act;
- ✓ Establish current agreed-upon missions (between each institution and the CBHE) and reinstitute five-year mission reviews;
- ✓ Provide incentives to and recognize institutions for maintaining distinctive missions;
- ✓ Provide consistent, comparable, and transparent information on the student experience to key higher education stakeholders, including prospective students and their families, public policy makers, and campus faculty and staff;

- ✓ Provide consistent, illustrative, and transparent information on research activities and accomplishments to key higher education stakeholders, public policy makers, and the general public;
- ✓ Pursue continuous improvement and demonstrate accountability for student learning and development; and
- ✓ Facilitate inter-institutional partnerships that increase revenues and decrease expenses.

Strategy #3.2: Garner sufficient resources for Missouri's higher education system to maintain its physical assets and compete for the best available human resources.

These action steps will be taken and assessed:
- ✓ Develop new coherent, complementary and coordinated policy-driven funding strategies for increased public support that will help ensure national competitiveness;
- ✓ Measure progress in achieving strategic initiatives;
- ✓ Maximize non-state resource development through increased external grants, additional contracts for services, expanded development activities, and additional entrepreneurial activities; and
- ✓ Reward institutions for innovations in efficiency and demonstrated improvement in delivering quality educational programs and services.

Strategy #3.3: Foster Increased Targeted State Investment in Missouri's Higher Education System to Create National Centers of Excellence

These action steps will be taken and assessed:
- ✓ Identify key investment opportunities consistent with this plan and state needs that have a high potential rate of return on investment; and
- ✓ Provide incentive funding to institutions to attain specific outcomes related to these targeted investments.
- ✓ Establish cooperative alliances with appropriate business and industries to help assure success; and
- ✓ Develop the infrastructure necessary to commercialize the outputs of the projects.